DEPARTMENT OF THE ARMY
98th AREA SUPPORT GROUP
DIRECTORATE OF RESOURCE MANAGEMENT
UNIT 26622
APO AE 09244

AETV-WG-G   08 Oct 03

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 98th Area Support Group (ASG) Fiscal Year (FY) 2004 Resource Guidance (RG)

1. The attached (Enclosure 1) FY04 RG for the 98th ASG is forwarded.

2. Important changes to FY04 funding allocations and program responsibilities are summarized below.

   a. All planning, programming, budgeting, accounting, manpower and auditing for appropriated fund (APF) resource/financial management will be conducted with the use of the web-based IMA Online System (see TAB A (IMA Online User Manual (Ver. 3.0/01OCT03).

   b. The HQ IMA programs consist primarily of:
      (1) Base Operations (BASOPS).
      (2) Anti-Terrorism/Force Protection.
      (3) Base Communications.
      (4) Environmental.
      (5) Family Programs.
      (6) Sustainment.
      (7) Other (which includes HHC and Military MTOE units (SAG 121 and 114), Subsistence Support (TISA)(SAG 423), and Public Affairs (SAG 435).

   c.   BASOPS requirements determination.

        (1) Operational BASOPS requirements are determined by Installation Management Activity (IMA) using the following tools: Service Based Costing, Installation Status Report Parts I, II, and III, and other benchmarks and matrices used to compare the cost of BASOPS across IMA. These tools will be used to provide HQ IMA a predictive cost of outcomes as well as future resourcing. Special emphasis must be paid to the accuracy and defensibility of these tools and their output. HQ IMA and the 98th ASG's future base support resourcing will rely heavily on the accuracy of these resource execution reports.

        (2) Manpower requirements determination and funding will be based on HQ IMA standards, Common Garrison Structure decisions, and affordability. For FY04 these are:

            (a) Authorized endstrength (ES)/workyear (WY) levels based on the realignment/transition of all personnel performing BASOPS functions to IMA and how the former MACOM (USAREUR) managed ES/WYs.

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   (b) Realignment of authorized ES/WYs for airfields (Ansbach and Kitzingen) to V Corps. (Note: FY04 airfield support for BASOPS administrative costs has not been finalized.)

  (3) Environmental compliance sustained at a level that adheres to our responsibilities for safety of personnel, equipment and for environmental stewardship.

  (4) Facility and infrastructure maintenance and repair to emergency, health safety level, and some sustainment, but not sufficient to keep all facilities from deterioration across the board: SRM funding at 66% of the total requirement (DA AIM-HI model sustainment requirements plus improvements and upgrades). The SRM was adjusted to support unfunded base programs.

3. All deployment costs must be funded from current funds pending possible reimbursement from IMA. All costs in support of deployment must be captured and reported separately through the 98th ASG DRM to IMA each month. Reimbursement will be based on the IMA determination of the validity of our requirements.

4. As the Army IMA transition continues, this RG may be revised as current information is modified and new directives are implemented. All directorates/program managers will be notified of updates via email. Complete RG may be downloaded from the 98th ASG DRM web site.

5. Point of contact for Budget issues is at DSN 351-4478; for Manpower/Management is at DSN 351-4710.

Encls   DENNIS W. DINGLE
98th ASG Resource Guidance (w/TABS)   COL, AD
  Commanding
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98th ASG XO, APO AE 09244
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98th ASG IR, APO AE 09244
98th ASG PMO, APO AE 09244
98TH ASG HHC Commander, APO AE 09244
98th ASG DRM Staff
235th BSB Commander, APO AE 09177

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CF:
DRM Cells, 235th, 279th, 280th, 417th BSB
CPAC Wuerzburg
RCO Wuerzburg

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FY04 RG GENERAL INFORMATION

A. General

Purpose: This guidance is for Operations and Maintenance, Army (OMA), Army Family Housing (AFH), Family Advocacy Program (FAP) and Relocations (RELO) appropriations.

Enclosures/TABS. A consolidated list of all TABS referenced in this document may be found on page 28.

B. Resource Management

1. Unauthorized Commitments.

   a. Unauthorized Commitments are agreements made on behalf of the U.S. Government by unauthorized personnel or in an unauthorized manner. These commitments are not binding. U.S. Government funds may be committed only by properly appointed resource managing officers and their designees, such as contracting officers, ordering officers and Government Purchase Card Program (GPC) cardholders.

   b. Unauthorized commitments occur most frequently with the use of the GPC Program when a cardholder commits the U.S. Government to pay for supplies and services without an approved and fund certified PR&C. Other instances of an unauthorized commitment are –

      (1) The commercial vendor will not accept the GPC as form of payment after receipt of supplies and/or services by the cardholder.

      (2) The purchases are under $2,500 calculated at the budget rate but over $2,500 with the actual rate. Therefore, foreign currency related purchased requires extra ordinary attention to the actual rate involved.

   c. When an unauthorized commitment occurs, a lengthy ratification process (AE Form 715-2A-R) is required to properly obligate funds and pay the commercial vendor. Commercial vendors affected by payment delays may be reluctant to conduct further business with the U.S. Government. In addition, the individual who made the unauthorized commitment in addition to losing GPC privileges could face disciplinary action and be held personally and financially liable.

   d. Unauthorized commitments harm the U.S. Government's reputation and may adversely affect the ability of our units to obtain goods and services from local vendors. Commanders must ensure their personnel know that they have no authority to make commitments obligating U.S. Government funds without a specific designation by the Directorate of Resource Management. The contracting officers are available to advise personnel on proper acquisition procedures and should be consulted for guidance when necessary.

   e. Please see your respective ASG or BSB DRM budget analyst for further information and/or assistance.

2. Travel.

a. Travel of personnel is not centrally funded. Funding for travel has been provided in each account. VTCs are preferred and travel should be kept to a minimum. Agendas, notices, schedules, flyers, etc., must accompany all requests for travel to support the travel request. Supporting documents such as these provide budget personnel valuable information requested to determine the correct amount of per diem entitlements to be offered. No more than two employees should attend the same training, conference, seminar, etc. A notable exception is attendance at the annual MWR Exposition and the American Women and German Association (AWAG). As early as possible, BSB DCAs should forward complete training/travel requests to the 98th DPCA for consolidation and submission as one package to the 98th ASG DRM.

b. All CONUS TDYs are approved by the ASG Commander. Adequate time must be allowed for processing; prior planning of CONUS requests is crucial.

c. Private Organizations. A statement signed by the director stating that this travel is not an attendance at a private organization (PO) conference/training/meeting is required IAW the Joint Ethics Regulation (JER). Otherwise IMA-E Director approval is required. The general rules that establish whether PO attendance may be authorized are found in Section 2 (Official Participation in Non-Federal Entities) of the JER and are summarized below.

(1) "Agency Designees may permit their DOD employees to attend meetings, conferences, seminars, or similar events sponsored by non-Federal entities in their official DOD capacities at Federal Government expense if there is a legitimate Federal Government purpose in accordance with 5 U.S.C. 4101 et seq. and 37 U.S.C. 412, such as training a DOD employee beyond maintaining professional credentials or gathering information of value to the DOD."

(2) DOD employees are prohibited from attending events sponsored by non-Federal entities in their official DOD capacities at Federal Government expense solely to acquire or maintain professional credentials that are a minimum requirement to hold the DOD position. See 5 U.S.C. 5946 and 31 U.S.C. 1345.

(3) When a DOD employee requests permission to travel to or participate in activities of a non-Federal entity and the Agency Designee or travel approving authority is an active participant in the non-Federal entity, that Agency Designee or travel approving authority may not act on the DOD employee's request but shall defer such action to the next higher superior or another independent DOD authority. See 5 C.F.R. 2635.402 and 2635.502 in subsection 2-100 of this Regulation and 18 U.S.C. 208."

d. Training. The 98th ASG is not funded to support higher education that is not included in an approved employee training plan for interns and specific career development programs, and which directly relate to current job requirements in these programs. Most colleges and universities are private organizations and subject to the guidance described in paragraph 1.c. above. There are a variety of centrally funded educational opportunities available to Army employees; these programs are normally set up by career program (e.g., Career Program 11 = Comptroller). The CHRMA web site is a useful tool for researching these opportunities. POC for this information is your servicing CPAC Specialist.

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   e. All travel claims should be submitted to Finance for reconciliation within three working days of completion of travel. A copy of the reconciliation voucher from Finance must be provided to the 98th ASG DRM or BSB DRM cells upon receipt to reconcile actual travel expenses with the estimate.

   f. DD Form 1610's (Request and Authorization for TDY Travel of DOD Personnel) are required for all overnight travel, even if all travel, lodging and meals are at no cost to the traveler. Significant insurance ramifications can be incurred for US and LN employees if injured while on official travel, and without pre-approval authority.

   g. The use of split disbursement provisions has been implemented for both civilian (See TAB F (DFAS-IN 121308Z Sep 03) and military employees (See TAB G (DFAS-IN 061210Z AUG 03). To comply with these directives and to standardize completion of DD Forms 1610 and 1351-2 the following guidelines are provided.

     (1) For **DD Forms 1610,** Block 16 (REMARKS) **MUST** have all of the following statements that pertain to the specific traveler and travel destination.

      Travel Card Specifications:
     DD 1610 must have one or more of the following statements.
          1. Traveler is a government travel charge card holder.
          2. Traveler may use the government travel card to obtain travel advances from automatic teller machines (ATMs) in the amount of _____.
          3. Traveler is defined as an infrequent traveler (i.e., two or less official TDYs per year (per FMR Volume 9, Chapter 3, paragraph 030302 A.2.j.) and not subject to be a government travel charge card holder.
          4. Traveler does not have government travel charge card and advance is authorized.
      Per Diem Specifications:
     DD 1610 must have one or more of the following statements.
          1. Government contracted lodging/meals are not available and not directed.
          2. Government contracted lodging/meals are available and directed.
          3. Lodging and/or meals are provided by government contract starting with *(provide start date)* and ending with *(provide end date)*.
          4. Meals and/or lodgings *(and if so, the number/dates)* are included in the registration fee.
          5. Registration/Conference fee in the amount of *(give dollar amount)* is authorized.
          6. Full per diem is authorized.
          7. Traveler must request airline tickets through Government Contract travel office (SATO). The cost of airline tickets purchased through a commercial travel agency will not be reimbursed.
          8. If the trip itinerary is cancelled or changed after tickets or transportation requests are issued to the traveler, the traveler is liable for their value until all ticket coupons have been used for official travel and/or all unused tickets or coupons are properly accounted for on the travel reimbursement voucher.
          9. Rental Car is authorized/not authorized.
          10. Train and/or Taxi are authorized/not authorized.
      Must Specifications for all DD Forms 1610:
     DD 1610 must have one or more of the following statements.

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1. Medical care is authorized IAW AR 40-3, 4-29(8), for civilians in TDY status.
2. Travel claims (DD Forms 1351-2) must be submitted to Finance *(for US employees)* no later than 3 working days after completion of travel. Upon reconciliation, a copy of the final payment transactions generated by Finance must be provided to DRM.
3. Travel claims (AE Forms 690-96A and -96B) must be submitted to Aufsichts-und Dienstleistungsdirektion (ADD)*(for LN employees)* no later than 3 working days after completion of travel. Upon reconciliation, a copy of the final payment transactions generated by ADD must be provided to DRM.

State-side Travel Specifications (in addition to all other specifications):
DD 1610 must have one or more of the following statements.
1. Leave in conjunction with TDY is authorized.
2. Rental car is authorized/not authorized.
3. Train and/or Taxi are authorized/not authorized.
4. Travelers to the National Capital region (NCR), Atlanta, GA Newport/Hampton, VA, Oahu, HI or San Antonio, TX will contract the central reservation center (CRC) as required by the lodging success program for billeting/hotel reservations using one of the following methods: Call DSN 897-2790 or 1-800-GO-ARMY-1 (1-800-462-7691); or FAX DSN 746-6870 or Commercial 256-876-6870.
5. Excess baggage of *(provide number of excess pounds)* pounds is authorized.

(2) For **DD Forms 1351-2,** the following pertains.

1. Civilian travelers must complete Block 1 on the DD Form 1351-2. It is the reviewer's responsibility to ensure this Block is completed before they sign as a reviewing official on the travel settlement voucher. Travel offices will disburse travel payments in accordance with the instructions in Block 1 of the DD Form 1351-2. Civilians are encouraged to use the split disbursement option to the maximum extend possible.
2. If the travel claim reaches the travel office with a reviewer's signature, but Block 1 is empty, the travel office will review the travel order to determine if the traveler is a charge card holder. If the travel order states that the traveler is a charge card holder, the travel office will add the lodging receipt, the rental car charges, and any airfare claimed, and will send the sum directly to the travel charge card company as a split disbursement. Any excess entitlement will be deposited to the traveler's EFT account. Travel chiefs will review all default split disbursement computations before the payment is sent to ensure that computation is correct and that the travel order states that the traveler is a charge card holder. Travel chiefs will initial the retained copy of the travel voucher as substantiation that they have reviewed the default split disbursement computation before it is uploaded for payment.
3. If the travel order states that the traveler is not a charge card holder, the travel payment will be sent to the traveler's EFT account.
4. If the travel order is silent as to whether or not the traveler is a charge card holder, the travel office makes one attempt to contact the traveler. If contact attempts fail and/or no DD Form 1351-2 is received within 48 hours, the travel office will return the travel settlement voucher for correction and resubmission. (See TAB F (DFAS-IN 121308Z SEP 03) for more info.)

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   h. Further information on the policies, procedures and responsibilities of personnel while in TDY status may be found in the Joint Travel Regulations at: http://www.dtic.mil/perdiem/welcome.html .POC for this program is your respective ASG/BSB DRM analyst.

3. Bank of America Government Travel Charge Card.

   a. Use of the Government Travel Card (GTC) must be for official government travel only and substantiated by a DD Form 1610. All account balances are payable when due, **even if** the cardholder has not received the travel settlement from Finance or the bill has not arrived in a timely manner. Any account becoming 60 days delinquent will be suspended by the bank and will not be reactivated when until the account is current. If a delinquency extends to 120 days, the account will be permanently closed. Any notice of delinquency will be forwarded through the appropriate Deputy Commander or Executive Officer (ASG or BSB) to the appropriate director and will require a written response on actions taken to clear the delinquency. Until further notice, the Bank of America has instituted a 'Zero Reinstatement' Policy (TAB E) (BofA Zero Reinstatement Policy) for accounts cancelled due to delinquency.
   b. For the purposes of the GTC Program, the DOD definition (as outlined in the FMR) of an infrequent traveler (who can choose not to have/utilize the GTC) is one that takes two or fewer official trips per year. Infrequent travelers are exempt from mandatory use of the travel card, but may use it on a voluntary basis. Points of contact for the GTC Program are Ms. Theresa Murray and Ms. Kelli Brewer, 98th ASG DRM (351-4710/4454).

4. IMPAC Credit Card now called the Government Purchase Card (GPC). One PR&C may be submitted each quarter **if** purchase limits are listed per month for each month in that quarter. However, an approved PR&C is required **before** any purchases can be made with official GPCs. DRM will not certify PR&Cs up front for the whole year. Billing Officers will certify that purchases are authorized before cardholders can purchase. Billing Officers will then reconcile authorized purchases with monthly billings. Any violation of this procedure will result in loss of GPC privileges. Prompt Billing Officer reconciliation of monthly bills is required to avoid interest penalties that will be charged against the cardholder's organizational funds. All cardholders and Billing Officials are required to utilize the US Bank Customer Automation & Reporting Environment (CARE) for billing paying and approval purposes. Individual cardholder and Billing Officer transaction reports may also be viewed in this system. All transactions are subject to audit and compliance with internal controls procedures. The 98th ASG IR completed a Advisory Report (see TAB H (GPC Advisory Report(01Aug03) in FY03. The common problems found during this review include prohibited and improper purchases, the repetitive use of vendors or middlemen, inadequate reconciliations by billing officials, property accountability, and the lack of logbooks. All billing officials and cardholders are reminded to adhere to applicable guidance and responsibilities (listed below) that surround the use and abuse of the GPC Program.

Billing Official Responsibilities:
       - Verify any Alternate Line of Accounting (ALOA) used by the cardholder.
       - Certify statements within 5 days from end ob billing cycle.
       - 15 days after the end of billing cycle approve any transactions not approved by the cardholders.
       - Send printout of all certified purchases to DRM.
Billing Official will all ensure all cardholders under his/her purview:

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        - Have a Fund Certified PR&C (DA3953) before ordering Supplies or Services using the Government Purchase Card. **Note: Effective immediately, email may be used in lieu of a PR&C when requesting bulk funding. For detailed information on this procedure, please contact your local DRM cell or the 98th ASG DRM Office.**
        - Have all intended Supplies or Services approved before ordering.
        - Use the C.A.R.E. transaction log to list all purchases and reconcile their monthly statement to the transaction log in accordance with instructions in the C.A.R.E. Users Manual.
        - Approve purchases within 3 days from end of billing cycle or before any planned absence from work (i.e., leave, scheduled sick leave, TDY, etc.).
        - Enter an Alternate Line of Accounting (ALOA) for purchases made for other than the default APC.
Cardholder Responsibilities:
        - Have a Fund Certified PR&C (DA3953) before ordering Supplies or Services using the Government Purchase Card.**.**
        - Have all intended Supplies or Services approved before ordering.
        - Use the C.A.R.E. transaction log to list all purchases and reconcile their monthly statement to the transaction log in accordance with instructions in the C.A.R.E. Users Manual.
        - Approve purchases within 3 days from end of billing cycle or before any planned absence from work (i.e., leave, scheduled sick leave, TDY, etc.).
        - Enter an Alternate Line of Accounting (ALOA) for purchases made for other than the default APC.

POC for this program is your respective DRM analyst or Regional Contracting Office at 351-4216.

5. Command Inspection Program (CIP). The 98th ASG DRM participates in the CIP. The DRM's focus is on compliance with policies and regulations for the GTC and the GPC Programs. POCs for this program are 351-4454 or 351-4710.

6. Telephone Control Officers. Establish Telephone Control Officers (TCO) to monitor BASECOM DSN and DSN "99" calls to include those made to and from cellular phones. The TCOs should request login and password for DSN Usage and BASECOM Ordering System (DUBOS) by contacting 381-8238 or 381-7515, after faxing a copy of their appointment orders and filling out an information sheet. A copy of the appointment orders should also be faxed to the 98th ASG TCO. TCOs can then access DUBOS at http://www.dubos.areur.army.mil/ to obtain monthly reports for identification of improper and excessive use of DSN and DSN "99" calls. The attached 98th ASG TCO SOP (TAB I) contains further information and guidelines for appointed TCOs. POC for this program is the 98th ASG TCO at 351-4652/4848.

   a. BASECOM analysis shows that a significant amount of "99" costs are associated with calls to cell phones. The 98th ASG is not funded for "99" calls to cell phones.

   b. The 98th ASG funds the following permanent cell phones. All other cell phones requests must be approved by the ASG Commander and will be funded from the requesting organization's operational funds. The organization will also agree to the flat monthly reimbursement in the amount of $10.00 to the 98th ASG BASECOM account to defray the incremental cost of calls to cells phones.

   c. All approved cell phone requests must be done IAW with USAREUR Supplemental 1 to AR 25-1, Army Information Management and processed through 98th ASG IMO.

   b. TCOs are also responsible for seeking reimbursement from responsible individuals who misuse government cell phones for personal uses IAW USAREUR Supplement 1 to AR 25-1, Army Information Management. This reimbursement is especially important, since "99" cell phone calls are not funded by HQ IMA. This means that organizations with authorized cells phones will be responsible for the bill. Reimbursements received will be used to offset the bill. The following accounting classification must be used on the cash collection voucher, DD 1131: 2142020 2A-B7AF 131095.00A15 YSBC S91089, CIN: 3SA043, collection APC 4ZPA. A copy of each DD 1131 will be sent to ASG DRM, 351-4786.

7. Centralization of Computer and Computer Components. Computer replacements/upgrades and the supporting network infrastructure may be funded throughout the FY from ASG program director and BSB funds, if available. For FY04, **all** such purchase requests will be consolidated by the ASG IMO. The ASG IMO will also be the central focus for identification of out year requirements. This will ensure consistency throughout the ASG. Each organization will identify requirements and submit PR&Cs (funded) to ASG IMO NLT 31 January 2004. The ASG IMO will then consolidate all requirements and propose central purchases (within available resources) for all ASG activities – for all hardware, software, updates, and server/server components, network infrastructure and related training. Organizations will also request IMAR approval through supporting NSC. Once the IMAR approval is obtained, the requesting organization will obtain the requisition number for the supporting PR&C must come from the supporting Property Book Officer. The IMAR will be forwarded to the 98th ASG IMO. The ASG IMO will present all IMARS to the 98th ASG Information Management Working Group (Voting Members are BSB IMO and ASG IMO). Approval may be obtained via email to accelerate the approval process. Purchases over $25K will be forwarded to the DA CIO Council of Colonels by the ASG IMO. The 98th ASG support of Army Knowledge Management (AKM) initiatives has generated the 98th ASG OPORD 03-22, 98th ASG AKM Transition, and may be viewed at TAB J. POC for this program is the 98th ASG IMO at 351-4652/4848.

8. FY04 Deployment Guidance. All requirements must be funded up front with the possibility of reimbursement. Any deployment overhires will require justification and will only be recognized as deployment-specific if 100% of the position duties include deployment-related mission. A deployment requirement identification call will be distributed for input as the new fiscal year begins. Two unique Account Processing Codes (APCs) will be established for each BSB (one for BASOPS related cost and one for SRM related cost) BSBs must record all deployment related cost in these APCs to qualify for possible reimbursement. Costs need to be reported and justified monthly on the 3rd working day of each month thru the ASG DRM for further reporting to IMA-E. POC for this program is your respective DRM analyst.

9. Resource Management Programs Guidance:

   a. Standard Service Costing (SSC). DA has created a model called Standard Service Costing (SSC) that links outcome to resources. Service Based Costing (SBC) is the program used to provide the "Did Cost" of services and the outcome. The Installation Status Report (ISR), Services (ISR Part III) defines the quality of the outcome produced. Both SBC and ISR Part III are used to feed information into the SSC to provide HQ IMA a predictive cost of outcomes and thereby enhance the Command's ability to define, develop and defend installation base operations support and SRM requirements. HQ IMA and the

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98th ASG's future base support resourcing will rely heavily on the accuracy of these resource execution reports. POC for these programs is Management and Program Analyst at DSN 351-4713.

(1) <u>Installation Status Reports (ISRs) and Service Based Costing (SBC) Initiatives.</u> It is important to understand that ISR Services and Service Based Costing (SBC) data are used to develop Cost Estimating Relationships (CERs) in Standard Service Costing (SSC). These service level CERs are fed into AIM-HI which produce the Base Operations (BASOPS) requirement for the POM (Program Objective Memorandum). (The Sustainment Restoration and Modernization (SRM) requirement is developed separately using the Real Property Inventory (RPI) and the Office of the Secretary of Defense (OSD), Facility Sustainment Model (FSM)). The 2004 ISR Services/SBC data will be used to build requirements for POM 07-11. It is important to remember that the ISR Services/SBC data call to be completed in FY04 is a critical program that requires attention to detail. The results will have major impacts to funding for tomorrow. POC for this program is at 351-4713.

(2) <u>Budget Formulation, Justification, Execution and SBC.</u> Budget formulation, justification and execution for base support and certain BA3 and BA4 functions hinge on the 8-position AMSCO. The 9-11 characters of SBC-affected AMSCOs will contain the SBC service code only—no exceptions. A <u>crosswalk of AMSCOs to SBC Codes</u> is provided under TAB D - This is the key element that ties ISR, SBC services and the AIM-HI model outputs together. AMSCOs that begin with 131 and 132 <u>must</u> contain the three-digit SBC service code in characters 9-11. Some BA 33, 42, 43 and all AFH BA 19 will impact part of SBC and require the SBC service code in characters 9-11. AMSCOs covering overhead and apply to more than one service will be coded with 'HQS' in the characters 9-11. The financial importance of SBC/AMSCO accuracy cannot be overemphasized; the execution data will be utilized to validate ASG funding baselines and compliance with command resource decisions. The Account Processing Code (APC) Master File contains the data elements required to record financial transactions. The Army Management Structure (AMS) used within this file is the official Army framework or common language for interrelating programming, budgeting, accounting, and manpower control through a standard classification of Army activities and functions. The APC Master File for the 98th ASG is located on the FTP server. If any resource management personnel do not have access to the APC Master File, it can be provided electronically by contacting the 98th ASG DRM staff. Please note this File is being updated as changes occur – so you should review it. It is the DRM goal to be prudent with the overall quantity of APCs and to limit APCs to the minimum necessary. For example, APCs should not be used to track costs that EORs already track. POC for PPBES is at 351-4478. POC for SBC is at 351-4713.

(3) <u>Activity Based Costing/Management (ABC/M) and Productivity Improvement Reviews (PIRs).</u> ABC is a tool created to assist managers with continuous productivity improvement. Each BSB is required to develop and maintain an ABC model that will support the collection of activity costs for all services provided and work performed. The ABC model is intended to help the commander and managers understand their costs and cost drivers. On September 2003, BSBs were required to conduct Productivity Improvement Reviews for DPW, DOL, and DCA. By 30 September 2004, BSBs will have implemented ABC models and be conducting Productivity Improvement Reviews for all directorates or their equivalents, supported by cost information from ABC models. ABC implementation will be funded from within each organization's authorized resources; no additional resources are available. The 98th ASG ABC implementation schedule is as follows:

1st Quarter	2nd Quarter	3rd Quarter	4th Quarter

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235th DPW	235th DOL	235th DCA	**All**: Use ABC
279th DPW	279th DOL	279th DCA	to support PIR
280th DPW	280th DOL	280th DCA	
417th DPW	417th DOL	417th DCA	

The ABC/M and PIR Programs are in the early stages of development. Information and guidance will be provided as received. 98th ASG POCs for these programs are DSN 351-4713 and DSN 351-4711.

   b. Program Goals. The goal is for all SSC programs and the Army Installation Management Headquarters Information (AIM-HI) model outputs to be tied together to determine the IMA's future budget and programming resource levels for operations and personnel. The FY03 SBC data will be collected at the ASG level. The same execution data will also be used to validate ASG funding baselines and compliance with command resource decisions. Because ISR is increasingly used to support budget and resource allocations, ensure databases that feed ISR (IFS, ASIP and RPLANS) accurately reflect facility assets, requirements and populations.

MWR USA Program.

a. MWR USA practice uses NAF procedures to support authorized APF manpower and operational expenses for MWR and Child Development and Youth Services. Funding for vacant (and blocked) APF positions may be included in addition to APF operational dollars in the MWR USA MOA between the ASG DRM, the ASG DPCA, and the 98th ASG Commander. Any such APF positions once filled by NAF equivalent job series and grade will be **permanently** blocked. The pay dollars to support temporarily or permanently blocked APF positions will be determined by the current average salary (base pay at Step 5 of blocked grade) plus 25% for benefits. The AFP TDA supported NAF positions will be indicated by TDA paragraph and line on the NAF PRD position by position. A revised PRD will be provided to document each MOA change.

b. The FY04 overhire allocation for MDEPs QDPC, QYDP, and QCCS are based on actual vacancies/hirelag. If vacant positions in these MDEPs are permanently blocked by MWRUSA, the overhire allocation will be reduced one for one. These APF positions will be funded based on average salary, a table of these average salaries will be attached to this guidance; funding will be allocated quarterly or as received.

c. Vacant APF positions may still be filled temporarily by NAF in non-CYS programs not yet transitioning to the Uniformed Funding and Management (UFM). A formal detail will be done to the APF duties when assumed by a NAF employee. The AFP TDA supported NAF positions will be indicated by TDA paragraph and line on the NAF PRD position by position. Upon fill of the APF position, the PRD annotation will be deleted and the detail terminated. It is the BSB DCA's responsibility to inform DRM and the ASG when a position that is temporarily blocked has been filled. All unexpensed pay funding may be returned on the next update of the MOA.

d. CYS SLOs will be recruited on the NAF side. Use of MWR USA reimbursement for the five (5) School Liaison positions and their operations support is directed.

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e. Per DFAS-IN Guidance, MWR reimbursement for APF salaries will be tracked through a separate EOR (25FD) from Operational funding. Operational expenses should not be reimbursed using funds obligated as Pay.

f. APF authorized Operational expenses will be annotated on the MWRUSA agreement, i.e., sports official contracts, middle school programs, etc. The NAF claim for funded APF support will not exceed the FY04 allocations received for MDEPS covered by the MWRUSA Agreement. NAF accounting records will document costs expended and unfunded requirements in NAF Program Code GL using the USA practice.

g. Authorized APF requirements for contract services, supplies or equipment will be funded using direct APF funding mechanism to the maximum extent. All Cat A and Cat B programs should have an APF IMPAC cards to make direct APF supply purchases. Likewise, APF authorized contract for services will normally be contracted thru the Regional Contracting Office for known requirements such as maintenance, transportation, and reproduction. MWR-USA will only be used to acquire items not readily available using direct APF methods or when a Transfer between NAF Activities is the procurement method. Exceptions may be granted for specific communication expenses in support of force protection. MWR-USA will not be used to purchase items not authorized APF and legal review must accompany any questionable purchases such as non-uniform clothing and promotional items.

h. Maximum efforts should be expended to maintain the accountability and integrity of the program to ensure audit ability. 98th ASG DRM POC for funding is the Budget Analyst at DSN 351-4785. DRM POC for manpower is the Management Analysis Officer at DSN 351-4710, and the 98th ASG DPCA POC is the Supervisory Budget Analyst at DSN 351-4343. Please refer to TAB L, TAB L1 and TAB L2 for FY04 Information received to date on this program.

C. Budget Issues

1. Beginning in FY04, the IMA Online web-based resource/financial management tool will be utilized for all planning, programming, budgeting, accounting, manpower and auditing processes. The IMA Online System capabilities include program and budget formulation, funds control, commitments and obligations, unfinanced requirements, manpower, reports, system administration, and built-in help features. The FY04 IMA Online User Manual (Version 2.0/22 Aug 03) will be used, and may be found at TAB A.

2. IMA-E (to include the 98th ASG) transfers from the DFAS-Europe to DFAS-Rome in FY04. FY04 and subsequent year accounts will be established under FSN 091089. Prior year (FY03 and back) accounts will transfer to DFAS-Rome with the main Army accounting workload transfer in April 2004. Until the transfer, IMA-E ASGs will operate under current DFAS-Europe procedures (e.g., IP addresses, cutoff dates, etc.) for prior year accounts. Prior year accounts will remain in the FSN 091533 STANFINS database until liquidation. So basically, the ASG will be working with two databases—one for current year (FY04), and the other for all other budget years. Further information (e.g., joint reviews, vendor payments, transmittal letters, etc.) may be found at TAB M (IMA-e Transition to DFAS-Rome). Also found at TAB M is a list of the DFAS-Europe Customer Service Providers and the DFAS-Rome POCs.

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3. Use of Standard Line of Accounting. Use of the 'standard line of accounting (LOA)' is mandatory as directed in the Budget Execution Standard #06, sent out by USAREUR DCSRM by email 27 September 2002.

   a. The 6 digits cost center code must be properly coded with the DPI code (which is now 2M) and the APC. It cannot be zero filled.

     (1) The APC code is followed by the DPI code, which is changed. In FY04 the allotment serial number (ASN), the operating agency (OA) number and fiscal station number (FSN) have also changed. Please use the new numbers (as shown below) in all lines of accounting beginning 01 October 2003.

	NEW	OLD
ASN	**B7AF**	3840
OA	**2A**	89
FSN	**091089**	091533
DPI	**2M**	DM

   b. The formats for the FY04 Standard Document Numbers (SDNs) as directed by DFAS Rome may be found at TAB N.

   c. Again in FY04, PR&Cs with incomplete or illegible LOA will be returned to the budget activity before it is further processed by the contracting office.
    Sample:

Description		*Data	Length
Treasury Symbol			
Department Code	DP	21	2
Fiscal Year	FY	4	1
Basic Symbol	BS	2020	4
Limit	LMT	0000	4
Program Year	PY	0	1
Operating Agency	OA	2A	2
Allotment Serial Number	ASN	B7AF	4
Army Management Structure Code	AMSCO	13109661HQS	11
Element of Resources	EOR	26ER	4
Cost Center Code	CCC	2MNS9A	6
Standard Document Number	SDN	WK4TNCJULDNUMB	14
Account Processing Code	APC	NS9A	4
DPI Code *Extension of APC	DPI	2M	2
Fiscal Station Number	FSN	091089	6

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4. For FY04 EURO Foreign Currency Fluctuation Accounts (FCFA) are established for Operation and Maintenance (O&M), Military Construction Appropriations and Family Housing Appropriations IAW AR37-100-03. For FY04 startup, use the FY03 budgeted foreign currency rate, $1=EURO 1.2403 until further notice (see TAB O for all foreign currency rates).

5. Reprogramming. Each account supporting 98th ASG requirements will be managed separately within each AMSCO. Any proposed reprogramming (within and between AMSCOs/SAGs) requests must be approved by the 98th ASG DRM and be reflected on the monthly funding audit. Costs must be recorded in the appropriate AMSCOs to avoid anti-deficiency act violations as well as to promote Service Based Costing (SBC) data integrity.

6. OMA Approval authorities.

   a. The FY03 IMA-E levels of approval authority remain in effect until further notice for FY04 OMA and AFH Purchase Request & Commitments (PR&Cs) and Military Interdepartmental Requests (MIPRs) (see TAB P for complete OMA BASOPS levels of approval authority).

     (1) For OMA PR&Cs and MIPRs over $199,999.99. Route electronically through ASG Commander to Director, IMA-E, using sample email format below.

     (2) For PR&Cs and MIPRs under $200,000.00. The ASG Commander provides approval authority to specific personnel in each BSB and ASG as follows:

(1) Up to $49,999.99	BSB Executive Officer or Acting Director at the discretion of the BSB Commander.
(2) $50,000.00 to $124,999.99	BSB Commander or 417th BSB Executive Officer.
(3) $125,000.00 to $199,999.99	ASG Commander or ASG Deputy Commander only.

SAMPLE E-MAIL FORMAT

From: Somebody, Iam Ms (417 BSB DPW)
Sent: Friday, September 21, 2003 2:18 PM
To: Else, Somebody Mr (417 BSB DPW)
Subject: Request IMA-E Approval for Document Number:

1. Please forward for approval in-turn:
      a. 417th DPW Budget, email: email@us.army.mil
      b. 417th BSB DDPW, email: email@us.army.mil
      c. 417th DPW, email: email@us.army.mil

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   d. 417th BSB XO, email: email@us.army.mil
   e. 417th BSB Commander, email: email@us.army.mil
   f. 98th ASG Budget Officer, email: email@us.army.mil
   g. 98th ASG DCdr, email: email@us.army.mil
   h. 98th ASG Commander, email: email@us.army.mil
   i. Deputy Director, EURO,

2. Reference email 7 October 2003, Subject: Approval of OMA and AFH Purchase Requests and Commitments (PR&Cs) and Military Interdepartmental Purchase Requests (MIPRs).

3. In accordance with referenced email, request approval of the following PR&C:

 a. Purchase requirement: Maintenance and repair support and other engineering support at Giebelstadt Army Airfield

 b. Explicit description of project, services, supplies or equipment and validation of need: Under the terms of the Host Nations Agreement between USAREUR and the German Ministry of Defense, dated February 1991, the Bundeswehr provides total maintenance and repair support and other engineering support at Giebelstadt Army Airfield.

 c. PR&C number: WK4F52-1274KW17
  Project number: GEGB0-DPW-00512-1

 d. Amount to be approved: $ 2,793,038.94 [Mika, Eveline Ms (98 ASG)] /Funds are available IAW FY03 Resource Guidance

 e. Location of project or service: 417th BSB, Giebelstadt Army Airfield

 f. Date of project or service to be performed: 01 October 2001 thru 30 September 2002
4. POC for this request is Anton Stock, (COR), 417th BSB, DPW, Facilities Engineer Giebelstadt, DSN: 352-7406, email: <mailto:name@cmtymail.98asg.army.mil>

 b. FY04 delegation of authority letters are prepared for personnel designated by BSB Commanders.

 c. AFH Approval Authorities are the same as OMA in para 6 above.

7. Canceling/Expired Year Appropriations.

 a. The HQ IMA goal is to have zero unliquidated balances in all canceling appropriations and to reduce 4th expired year appropriations by 50% by 30 June of each year. IMA-E retains overall responsibility for prior year fund liquidation. However, as ASG resource managers, we must assist in clearing canceling and all expired year unliquidated balances.

 b. Expired year Non Stock Fund Orders and Payables need to be reviewed and adjusted routinely. Overestimated obligations will be adjusted immediately once the disbursement is known or posted. Aged

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obligations (especially MIPRs) without disbursements should also be followed up routinely. We have been directed as the ASG DRM to coordinate with our DPWs and the Corps of Engineer early in the fiscal year to obtain status and initiate closure on all Corps of Engineer executed engineer projects. Reports provided by Corp of Engineers need to be reconciled with STANFINS records monthly.

   c. The 98th ASG has implemented a Project Tracking System. The 98th ASG DRM will provide a file with all MIPL and in house funded projects for all open years. DPW will provide quarterly status of all open projects: Name, email, and phone number of the Project Manager for each project, % of completion of the project, $ value of invoices submitted, validation of Obligation and Disbursement on file. ASG DPW and DRM will reconcile this report on a quarterly basis.

8. Barracks Upgrade Funding. This program will remain centralized at the HQ IMA level. Affected programs must ensure that these costs are incorporated by HQ IMA in the barracks buyout to standard program. All requirements will be coordinated through the 98th DPW and DRM.

9. ACOE/APIC. BSBs receiving EURO or HQ IMA monies from the previous year's competition should prepare an itemized list of expenditures. This list should be provided to the ASG DRM for budget planning purposes early in 1QTR FY04. Monies should be available in 2QTR FY04. For further information on the ACOE Program, see paragraph number 18 of the Management Programs Section.

10. FY04 OMA IMA-E Unresourced Requirement (URR) and HQ USAREUR Master Integrated Priority List (MIPL) Process.

   a. The HQ IMA, IMA-E URR and the USAREUR MIPL process is the vehicle used to allocate available resources above critical "bare bones" requirements. Through this process, commanders and FAD holders identify and prioritize needs that would "do good for soldiers and families." In FY04, the MIPL process is implemented as follows:

      (1) The USAREUR MIPL will be solely for MACOM managed programs (i.e., CONOPS).

      (2) Most issue satisfaction will be through un-funding of already approved programs and internally generated efficiencies.

      (3) The HQ IMA/IMA-E Unresourced Requirements (URR) Identification Process (of other than construction requirements) will continue as is. IMA-E UFRs (that cannot be resourced through reprogramming initiatives) will be prepared in the format illustrated at TAB Q. Additional procedures for submission of MIPL issues and for reporting of base support needs that were referred to the ASG/BSB will be addressed in subsequent guidance. Where applicable, a consolidation of URRs will be prepared and submitted to the IMA-E.

      (4) For FY04 Unresourced Requirements (URRs) for construction projects and work, the guidelines in the 98th ASG DPW memo of 09 September 2003 (TAB R) pertain.

11. Provost Marshal Offices (PMOs). The break out guidance provided to each of the BSB Provost Marshal Offices (PMO's) establishes guidelines for PMs to follow throughout the year. BSB PMOs are to cover IMPAC purchases, in-country TDY, office supplies and copier rentals. ASG PMO funds out of country TDY and computer repair parts. Computer replacements are centrally funded (OPM funded).

12. Base Operating Support (BOS) and Sustainment, Restoration and Modernization (SRM).

      a. Beginning in FY04 BOS and SRM will be funded within one Budget Activity (BA). This means that whatever shortfalls occur in the BOS accounts will be covered by reprogramming from SRM (which continues to be the billpayer). It is imperative that DPWs do not overstate requirements in Utilities or Municipal Services because, by doing so would automatically generate a decrement in the Maintenance and Repair account (SRM). For example, this RG contains a decrement of $13 million from SRM to cover shortfalls in the "J" and "M" accounts. These two programs have been funded based on FY03 actual performance with adjustments made for "one-time" requirements. The ASG Commander may also reprogram up to 15% of SRM funding to cover other shortfalls.

      b. The "K" account projected funding is based on the FY03 initial funding. We anticipate the HQ IMA Funding Letter is expected in the December-January timeframe. Once received, an adjustment to this RG may be made. At that point, the SRM account will be distributed based on the AIM-HI Model.

      c. In FY04 the ASG DPW will closely monitor the "J" account--periodic updates of estimates will be required. Overstated requirements will be decremented in line with actual execution, and funding levels will be adjusted accordingly.

      d. The ASG DPW POC (Ms. Marie Shaw/351-4676) will continue to monitor all Hochbauamt bills and disbursements through FY 04. Please address any issues to her. In effect this FY, DPWs will send copies of documents for all IMA-funded items to the ASG DPW Business Management Branch.

      e. No Cost Transfers will be made between OMA and Army Family Housing accounts. The appropriations must be kept separate. The OMA accounts will not be the bill payer for a requirement that is a valid AFH cost.

      f. Also, please note that in FY04 there will be no FAC 3 customers—only FAC 5 and FAC 8. Support for Reimbursable customers will not be provided unless funds are received prior to commencement of service, or the customer provides a firm commitment of funds availability. With AFH, request activities use the direct fund cite as much as possible (e.g., for utility and refuse collection bills use the AFH fund cite on the invoice). Activate the following link (TAB S) to view the DFAS Accounts Receivable SOP. DFAS Accounts Receivable SOP.

13. Utility Privatization. No new privatization initiatives have been considered for funding in this RG. Each will be dealt with on a case-by-case basis and will be transmitted by the ASG Utilities Engineer to the appropriate IMA-E Program Manager.

14. Army Family Housing.

      a. Not only is the AFH Program under-funded by $16 million, but there is also an imbalance between accounts. As with the OMA accounts, this RG provides funding for only six months of the FY. The exception is P1920 (Maintenance and Repair), which has only been funded for the first quarter of the FY. The ASG DPW was required to request reprogramming in the P1930 (Utilities) and the P1940 (Leased Housing) accounts just to maintain operational capabilities. A significant shortfall remains in these accounts.

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     b. Reprogramming between accounts in this appropriation is not permitted at the Garrison (ASG) level and must be addressed to HQ IMA for approval.

     c. DPWs must execute strictly by account and not apply a "bottom-line" budget approach.

     d. A major change in AFH reimbursable procedures is pending. DPWs will be informed as these changes are implemented. In the meantime, execute the AFH Program as much as possible by using direct fund cites. The ASG DPW folks will research this together early in FY04 to establish a standard procedure.

     e. As execution becomes ever more visible to higher HQs, it is imperative to aggressively execute fiscal programs as early in the FY as possible. In FY04, we will again apply an obligation target of 30% in the first Quarter, 60% in the second and 80% in the third quarter. Justification will be required if this target is not met, and may result in a withdrawal of funding.

15. Public Affairs.

   a. AR 37-47 and UR 360-1 provide guidance on the use of BA 43 and .0012 Limitation for community relations activities. Detailed guidance on reporting requirements are contained in AR 37-47 and UR 360-1. UR 360-1 (below) contains an expenditure authority matrix which provides a summary of the current policy governing expenditures of BA 43 and .0012 Limitation Funds.

   b. We request a schedule for all FY04 planned events by month with estimated costs (to include known events for introduction of new Commanders) be submitted through your BSB DRM Office to the ASG DRM NLT 3 November 2003 to the 98th ASG DRM, ATTN: Budget Officer. Please use the following format:

ASG/BSB	original est $	revised est	Description	Month / Estim	Actual	Date - Actual

This format may be found at TAB T.

   c. Table 1 of UR 360-1 TAB U contains an expenditure authority matrix that provides a summary of the current policy governing expenditures of BA 43 and .0012 Limitation Funds.

16. Local Moves: The following guidance which is still in effect explains who will fund what Local Moves:

   a. ENG/DPWs agree that they are responsible under AR 37-100-03 for moving Govt-owned furnishing/equipment. (CFMO Barracks Furniture, etc.) ELC funded via CFMO.

   b. IMA-E LOG agrees that the DD-Acct for local drayage make them **responsible for 100% of the renovation moves,** economy-to-quarters moves, quarters-to-economy moves, and quarters-to-quarters moves of Personal Property. All of the DD-Acct moves are for the DPWs. Centrally managed at CPPSO Grafenwoehr, POC is at 475-7820.

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   c. The DD-Accounts for local drayage of individuals' Personal Property is centrally managed at the US Army Trans Mgmt Ctr, Europe (USATMC-E) in Grafenwoehr. USATMC-E budgets according to requirements that DPWs provide. It is at most important that DPWs provide accurate input to USATMC-E to prevent stop of moves as it happened in FY02.

   d. ASG DOLs receive funding for office furniture moves that the ASG/BSB commanders cause to happen. Units/orgs that generate their own requirements for office moves must provide the funds for the moves. - ASG 131096.DB funds will be used for these moves. POC is at DSN: 351-4709.

17. Mission Account: 114043.0000 MDEP: WEAD.

   a. FY04 Mission Funds (AMSCO 114043) will be used to cover all operational expenses for S-1 and HHCs. Copier Rental Cost for the ASG/BSB Commander and In & Out Processing will also be charged to this account, as well as all training costs for Soldiers assigned to the 98th ASG MTOE (except Chaplain and PMO). Training requests should be submitted through respective S2/3 shops.

   b. ISB file needs to be updated for all supply charges incurred by HHCs. The following DODDAC, APC, and fund code combinations are to be applied.

BSB	DODDAC	APC	Fund Code
235th BSB	N/A		
279th BSB	W81UEE	VL44	DEFAULT
280th BSB	WK4TNC	VP44	DEFAULT
417th BSB	W81R4A	VV44	DEFAULT
98th ASG	W81RM5	VS44	DEFAULT

   c. A detailed list of the type of supplies purchased with this MDEP/dollars follows.

TYPE OF SUPPLY	UNIT
A NBC SUPPLIES & EQUIPMENT	HHC
Equipment Scaling	HHC
Reparables	HHC
A CONTRACTUAL SERVICES	HHC
A CONTRACTUAL SERVICES (ADP)	HHC
A CONTRACTUAL SERVICES (FIELD)	HHC
A MEDICAL SUPPLIES	HHC, S1
Consumables	HHC
A CLASS II & IV SUPPLIES	HHC, S1
M IMPAC CARD PURCHASES	HHC, S1
A TRAVEL (GENERAL)	S2/3
Consumables / other	S2/3

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X ARMY LEARNING CENTER	S2/3
X ARMY PERSONNEL TESTING	S2/3

18. Medical Support at Department of Defense Dependent Schools (DODDS) Contact Sports Events.
There has been a change in medical support coverage at DODDS Contact Sports Events. On-site
ambulance is optional at DODDS football, wrestling, and soccer competitions and incremental funding is
not available (see TAB X for more information).

D. Manpower Guidance

1. Beginning in FY04, the IMA Online web-based resource/financial management tool will be utilized
for all planning, programming, budgeting, accounting, manpower and auditing processes. The IMA
Online System capabilities for manpower include organizational TDAs, database administration (i.e.,
MDCPDS/TA30 Update Files; TAADS/SAMAS comparisons; etc.), Civilian Execution Plans (CEPs),
Command Plans (CPLANs), and reports and queries. Effective 01 October 2003, all manpower RG (and
manpower transactions) will be completed using IMA Online. The FY04 IMA Online User Manual
(Version 2.0/22 Aug 03) will be used, and may be found at TAB A.

2. The 98th ASG manpower resources transfer from USAREUR (Command Code E1) to IMA-E
(Command Code BA), effective 01 October 2003. The realignment has been submitted by the ASG DRM
and is currently being implemented by the CPOC. This realignment should have no affect on personnel.
The 98th ASG unit identification codes (UICs) will remain the same.

3. Manpower Endstrength (ES)/Workyears (WY). FY04 Manpower ES and WYs have been distributed
by HQ IMA as follows.

	Direct WY	Reimbursable WYs	Total
98th ASG	234	7	241
235th BSB	393	38	431
279th BSB	301	23	324
280th BSB	349	29	378
417th BSB	547	46	593
TOTALS	1,824	143	1,967

The 98th ASG DRM manpower analysts continue to work with IMA-E and HQ IMA on garrison baseline
structures and work force requirements.

   a. Pay Targets/Dollars. Pay targets for FY04 WYs will be committed (via IMA Online) up front as
funds are received; and deobligations will be initiated as actual expenditures occur.

   b. Salary and Benefits: Average salary tables were increased to adjust for anticipated pay raises using
the rates in DOD PBD 806. 98th ASG DRM will maintain funding control of all labor costs.

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4. Position Designation. The IMA-E's goal is to have the maximum number of TDA positions that is operationally feasible, documented as LN. The criteria set forth in IMA-E memo of 19 May 2003 (TAB V) is to be used to determine whether positions may be designated and filled with LNs.

5. Processing LN Recruitment RPAs. In agreement with paragraph 4 above, and with negotiated host nation and works councils conformities, the Civilian Human Resource Management Agency (CHRMA) has established guidelines (see TAB W) in CHRMA Directive 22 on the direct hiring of LN positions, and on positions re-designated from US to LN.

6. Other Than Full Time Employees. Employees hired in part-time and time-sharing positions may not exceed a total of 40 work hours per week without prior approval. Intermittent-on-call personnel are to be utilized to replace food service worker permanent employees who are in leave status or when authorized positions are vacant.

7. Over-hires (OHs). OH personnel should generally meet either well-defined, temporary, short-term needs or form a basis for unresourced recurring requirements for future Command Plan and/or Requirements Determinations submissions.

   a. FY04 over-hire targets were established in a memorandum from the ASG DRM on 20 August 2003 for the ASG and each BSB. The ASG DRM will review these targets and work year utilization (to include Reimbursable WY execution) at least quarterly.

   b. As discussed in the OH memorandum mentioned in paragraph 7a above, permanent personnel should be placed against permanent positions, and OHs should not exist in the same series and grade as vacant funded positions.

8. Overtime (OT).

   a. The prudent use of OT can be an effective management tool. However, paid OT is neither programmed nor funded separately in the FY04 RG; OT costs are included in the average salary calculation and will be absorbed within total pay dollars. Emergency APF OT can be telephonically pre-approved with a follow up request prepared the next workday. However, all OT requests (APF and NAF)(regular and emergency) must be approved in advance of work actually being performed. BSB Commanders, BSB Executive Officers, and ASG Directors may approve OT/CT up to 19 hours per month for LNs, or per two pay periods for US.   The ASG Commander or ASG Deputy Commander will approve all OT/CT requests in excess of 19 hours per month/per person (two US civilian pay periods/one LN civilian pay period). OT/CT requests may be submitted by month (for LN) and by pay periods within the month (for US). OT/CT requests may also be submitted by project, but identified by PP within the project. Monthly requests for LN employees must also be staffed through the appropriate works councils. All APF OT approvals must be forwarded to the 98th ASG DRM or BSB DRM cell for certification of funds availability. Monthly OT reports comparing requested APF OT versus actual OT worked may be provided to each XO for review and action upon request or where deemed necessary. POC for this program is 351-4710.

      (1) Requested OT in support of CONOPS/GWOT must be identified on the OT request. Any OT costs incurred will be captured in the using program's AMSCO and will be counted against pay. If funds become available, the ASG Budget Officer will transfer the OT costs to MDEP VFRE to obtain OEF or

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GWOT funds. If CONOPS/GWOT funds are not/do not become available, any approved OT will be paid from available BASOPS pay dollars.

(2) An OT request for 'on-call' fire fighters, safe openers, emergency work crews, etc., may be submitted at the beginning of the fiscal year for the entire fiscal year. The request will identify hours per month and per employee. These requests must be clearly marked as 'on call, emergency only.' The 19-hour ceiling also applies to these requests. Ensure that names of all personnel are identified on the OT request.

b. The ASG Deputy Commander will also approve all ASG/BSB NAF overhead OT requests. BSB Commanders or Executive Officers may delegate NAF OT approval for other than NAF overhead positions to their respective DCAs.

c. Civilian monetary awards are limited to a maximum of 5% of annual base pay per award. For LN employees this is the monthly base times 12 months, not 13 months. Exceptions exceeding the criteria must be forwarded through the chain of command to the 98th ASG Commander for final approval. Civilian monetary awards must be forwarded through the ASG DRM or BSB DRM cell after final approval for certification of funds. POC for this program is at 351-4710.

d. All Time and Attendance (T & A) reports must be signed by the employee and supervisor. T & A are official documents and must be treated as such. Delegation of authority for signature to administrative personnel is not authorized. Employees must review T & A sheets prior to supervisory signature to avoid erroneous entries. If employees are on leave, the sheets should be signed in advance when possible or immediately upon return of the employee to the work site. No overtime should be recorded on T&A without prior approval and certification of funding.

9. myPay (formerly Employee/Member Self Service (E/MSS)). MyPay offers military and civilian personnel user-friendly secure web access to their own pay account information. MyPay provided the current plus two prior pay period leave and earnings statements, tax statement (W-2s), and the last six months of travel advices of payment. It allows users to update bank account and electronic fund transfer information, tax withholdings, allotments, and addresses. It also processes U.S. Savings Bonds purchases and controls Thrift Savings Plan enrollment. Specific capabilities of myPay vary based on the status of the individual, but is a recommended tool for all employees. Instructions on gaining access and what services are available can be found on the myPay website: https://mypay.dfas.mil/mypay.asp.

10. FY04 Summerhire Program. The Summerhire Program will continue into FY04. Requests for RPA submissions will begin on/about March 2004. The centralized funding (which has historically been provided by USAREUR) for this program has not yet been resolved. The FMYPT (which is not associated with the Summerhire Program, with DODDS, or with CYS recruitment initiatives) is similar to the summer hire program, with the exception of centralized funding. There is no centralized funding to support the FMYPT—any hiring under this program will come out of hide. The two methods currently available to support this program are: 1) A BSB XO provides an OH allocation to support it; or 2) a hard to fill FT authorized position may be utilized to hire 2 PT or intermittent students against the funded WY. There will be no increases in OH allocations to support this program. POC for this program is at 351-4281.

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11. <u>Until-the-Return-Of (URO)</u>. URO positions may be used to backfill for employees who are on extended sick leave or maternity/parent leave as long as that employee is against a funded authorization and is not an overhire. These position fills will not count against over-hire ceilings. Backfills for full time release works council duties are not mandatory and are a managerial decision based upon availability of funded authorizations within that functional area. POC for this program is your respective ASG/BSB manpower analyst.

12. <u>Common Garrison Structure and Command Plan.</u> Manpower issues will be submitted for consideration through the Command Plan process, and in accordance with the HQ IMA Common Garrison Structure. Inadequately resourced programs (or new directed programs) should be identified to the ASG DRM throughout the year for prioritization and resource consideration during the annual development of the Command Plan and Program Objective Memorandum (POM) for future year resources. Valid manpower requirements will compete for funding generated by Strategic Sourcing and other initiatives during the next POM (06-13) build. The wider the impact (affecting other BSBs or ASGs) the more likely the area will be to receive study for potential future resourcing. Budget Year (BY) manpower issues should be addressed as they are identified. POCs for these programs are at 351-4710.

13. <u>Annulment Contracts.</u> All proposed offers for annulment contracts must be approved by the ASG Deputy Commander **before** offers are extended. Annulment contracts paid from the IMA-E Trust Fund will result in permanently blocked positions. Funding and authorizations will be blocked by the 98th ASG DRM for ASG-wide requirements. Other efforts, such as details, duty enlargement or position name changes, should not be made to continue performing the duties of these positions. The IMA-E Trust Fund Annulment contracts should be by exception and after all other efforts (including retraining) to place the affected individual in another authorized position have been exhausted.   Annulment contracts for personnel management issues can be excellent tools. POC for this program is the respective Works Council, CPAC and/or DRM representative.

14. <u>LN Social Law Book III Changes Affecting Annulment and Temporary Employment Contracts.</u> In accordance with recent changes to the LN Social Law Book III, the following information concerning annulment and temporary employment must be included in annulment and temporary employment contracts.

   a. <u>In Connection with Notice or Annulment Contract.</u> "For the purpose of retaining unabridged entitlements to unemployment compensation, immediately following receipt of this notice, you are compelled to report to the labor office that you are seeking employment. Further, you are compelled to actively seek employment."

   b. <u>In Connection with Temporary Employment; Pertinent Remark in the Employment Contract.</u> "For the purpose of retaining unabridged entitlements to unemployment compensation, you are obligated to report to the labor office three months prior to the expiration of this employment contract that you are seeking employment. If the employment contract is limited to a period of less than three months, this obligation exists without any delay. Further, you are compelled to actively seek employment."

   c. <u>In Connection with Temporary Employment for a Specific Purpose; Notification of Attainment of the Purpose.</u> "For the purpose of retaining unabridged entitlements to unemployment compensation, immediately after receipt of this letter, you are obligated to report to the labor that you are seeking employment. Further, you are compelled to actively seek employment."

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E. Management Programs.

1. Army Communities of Excellence (ACOE). ACOE uses the Army Performance Improvement Criteria (APIC) as the basis for evaluation and submission in the ACOE award competition. ACOE focuses on improvement in services and facilities, in working and living conditions and in the environment. The by product of this common goal is readiness. Installation management supports the readiness of our fighting forces and its concepts are an integral part of the APIC. ACOE is an incentive program established by HQDA ACSIM to promote installation performance improvement. In prior years, USAREUR offered monetary incentive awards to encourage ASG and BSB participation in ACOE. Now, in place of monetary awards, HQ IMA and IMA-E will provide all winners with high-level recognition awards. IMA-E's top 3 will go forward to compete in the Army-wide competition. 98th ASG POC for quality improvement programs is at 351-4711.

2. Army Performance Improvement Criteria (APIC). APIC is a set of seven categories: 1. Leadership, 2. Strategic Planning, 3. Customer and Market Focus, 4. Measurement, Analysis, and Knowledge Management, 5. Human resource Focus, 6. Process Management, 7. Business Results. The Criteria is published by ACSIM/SMID. The Criteria are the basics for organizational self-assessments, for making Awards, and for giving feedback to applicants. ***NOTE: All IMA organizations are directed to perform self-assessments beginning 2004.*** 98th ASG POC for this program is at 351-4710.

3. Strategic Business Plan. The Strategic Business Plan (SBP) is a fundamental part of the ACOE/APIC Program. As the ASG transitions into the HQ IMA Common Garrison Structure, business plans may require revisions.   POC for this program is the same as paragraph 2 above.

4. Management Control Program (MCP). The Federal Managers Financial Integrity Act and the Office of Management and Budget require the SECDEF to submit an annual assurance statement (AAS) to the President and Congress each year. This AAS must be supported by input from subordinate managers. The 98th ASG FY04 MCP will be kicking off a little earlier this year. Expect MCP evaluation forms and checklists to be distributed on/about November, and subsequent suspense to be January 2004. POC for the MCP is at 351-4711.

5. Interactive Customer Evaluation (ICE). ICE is a fully automated www based tool for gathering and reporting customer feedback to determine customer satisfaction with services provided by DOD facilities around the world. The ICE system is developed and administered by the Office of the Secretary of Defense (OSD) Quality Management Office (QMO), but individual ICE sites are set up and supported by local ICE Site managers. ICE allows customers to use a new system of comment cards expressing their satisfaction level on services provided. The ICE system is located at http://ice.disa.mil, and could be a useful tool in tracking performance measures for ABC/M and PIR . All ASG programs are encouraged to participate in ICE. The 235th, 279th, and 280th BSBs, as well as some staff sections of the 98th ASG are currently using ICE. The 98th ASG ICE Site manager is at 351-4711.

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